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Report of the
Commission of Nineteen
on Polity



TO BE PRESENTED TO THE
NATIONAL COUNCIL OF CONGREGATIONAL CHURCHES
AT ITS MEETING IN 1913

Report of the Commission of Nineteen on Polity

TO BE PRESENTED TO THE NATIONAL COUNCIL OF CONGREGATIONAL
CHURCHES OF THE UNITED STATES TO BE HELD IN
KANSAS CITY IN MAY, 1913

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Commission on Polity, Sublette, Illinois

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A REQUEST

The Commission of Nineteen on Polity will greatly value any formal expression of opinion, whether of approval or of criticism or both, which may be the result of a careful consideration of this report. The Commission hopes that every pastor and layman into whose hands this report comes will see that it is closely studied, clearly presented, and thoroughly debated, not only in all Conferences and Associations, but in every Brotherhood, Men's Bible Class, and Church Prayer Meeting in Congregationalism. Any resultant communication may be sent to the Chairman or Secretary of the Commission, and will be given friendly consideration.

FOR THE COMMISSION OF POLITY

FRANK K. SANDERS, Chairman
Washburn College, Topeka, Kansas

WILLIAM E. BARTON, Secretary
First Church, Oak Park, Illinois

The Commission on Polity

The Commission of Nineteen on Polity was created by the National Council at Boston in October, 1910, and grew out of certain recommendations of a Committee of Twenty-five which had been sitting during the sessions of the Council. That portion of the Report of the Committee of Twenty-five which applied to the appointment of this Commission is as follows:

Resolved, That the Council appoint a Commission of Nineteen on Polity, empowered to fill its own vacancies, to give consideration to the questions referred to it by this Council, to formulate a consistent and practicable scheme of administration, and to submit to the next Council a constitution and by-laws which embody their judgment, and that this resolution serve as the notification required by the constitution for such amendments.

Resolved, That the Council hereby declares in favor of the enlarged conception of the secretaryship, laying upon that office added advisory and administrative service; and the Commission of Nineteen is hereby authorized to select and nominate a general secretary to the Provisional Committee.

Resolved, That the Provisional Committee be authorized to provide for the expense of the meetings of this Commission and for the expense of the secretaryship as herein outlined.

Resolved, That the questions of more frequent sessions of the Council, the payment of expenses of delegates, and an equal representation of ministers and laymen, and any other questions pertaining to the work of the Commission, be referred to the Commission of Nineteen on Polity.

Members of the Commission on Polity

President Frank K. Sanders, D. D., Chairman, Kansas.
Rev. William E. Barton, D. D., Secretary, Illinois.
Rev. Nehemiah Boynton, D. D., New York.
President Charles S. Nash, D. D., California.
Professor Williston Walker, D. D., Connecticut.
Mr. William W. Mills, Ohio.
Rev. Henry A. Stimson, D. D., New York.
Rev. Oliver Huckel, D. D., Maryland.
Dr. Lucien C. Warner, LL. D., New York.
Rev. Charles S. Mills, D. D., Missouri.
Rev. Rockwell H. Potter, D. D., Connecticut.
Hon. John M. Whitehead, Wisconsin.
Mr. Frank Kimball, Illinois.
Hon. Henry H. Beardsley, Missouri.
Rev. Henry H. Kelsey, D. D., Ohio.
President Edward D. Eaton, D. D., Wisconsin.
Hon. Samuel B. Capen, LL. D., Massachusetts.
Hon. Arthur H. Wellman, Massachusetts.
Rev. Raymond Calkins, D. D., Maine.

Committees of the Commission

ON CONSTITUTION, Messrs. Barton, Eaton and Whitehead.

ON SOCIETIES, Messrs. Walker, Capen, Calkins, Potter, Wellman and Warner.

ON SECRETARYSHIP, Messrs. Nash, Kelsey and Walker.

ON FINANCE, Messrs. Kimball, Boynton, Warner, Beardsley and W. W. Mills.

ON PUBLICITY, the Chairman and Secretary of the Commission, and Messrs. C. S. Mills, Beardsley and Calkins.

Explanatory Statement

The Commission of Nineteen on Polity, appointed by the National Council of the Congregational Churches of the United States at its meeting in Boston in October, 1910, will present a report for the consideration of that Council at its meeting in Kansas City in May, 1913. As preliminary to that meeting, the Commission now lays its report before the Congregational Churches, that it may have their careful consideration before being submitted to the Council, and that the Commission may profit by any suggestions that may be made.

The Commission has held three extended meetings, and has availed itself largely of the services of sub-committees, which have performed much labor. Through its sub-committees, by interviews and correspondence, it has consulted the officers of missionary societies and representative pastors and laymen as widely as possible. It has carefully weighed their suggestions and advice and gratefully acknowledges their fraternal assistance. The results here presented have the approval of the entire Commission.

The Commission has conducted its work under a sense of grave responsibility, believing that the duties laid upon it by the National Council were not only difficult but highly important. It has sought, in no spirit of radicalism or of undue innovation, to increase the efficiency of the administration of our Congregational system, while guarding its fundamental principles. The autonomy of no Congregational Church is abridged by its recommendations, the rights of no Congregational believer are limited. A larger usefulness in practical efficiency is sought for the institutions which Congregationalism now possesses.

The report of the Commission falls under three main divisions,—on the Constitution and By-Laws of the National Council; on the Relations of the Missionary Societies to the Churches and to one another; and on the Secretaryship of the National Council.

1. The Constitution and By-Laws of the National Council.

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Here, as in all its work, the effort of the Commission has been to secure increased efficiency. It has proposed no judicial or legislative functions for the Council; they are foreign to the genius of Congregationalism. But it believes that the increasing usefulness of the Council as representative of the Churches, as voicing their wishes and as offering opportunity for the consideration of questions vitally affecting their welfare, can best be served by some modifications of its Constitution.

The Commission therefore recommends that, instead of the present temporary character of the Council, it be given greater permanency. Its members should, therefore, be chosen so as to serve ultimately in two successive meetings of the Council, one half being renewed at each election. In this manner each recurring meeting of the Council would find at least half its members experienced in its methods, acquainted with many of the questions likely to come before it, and prepared for their discussion. For similar reasons the Commission recommends that the Moderator of each meeting of the Council be chosen at the close of the preceding meeting of the Council. The opportunity thus afforded for preparation for his important work is most valuable. Of the various committees of the Council that on Nominations is one of the most important. None needs more opportunity for the patient consideration of its arduous duties. The Commission recommends that, instead of appointment, as at present, at the beginning of the meeting of the Council, with consequent haste in the discharge of its task, it be made a standing committee, renewable in groups, which may thus give careful consideration to its work. This modification is the more desirable if, as the Commission proposes, important duties in the selection of members of the Missionary Societies should be laid on the Nominating Committee.

The question of the frequency with which the Council should meet has been considered with great care, and the views of many Congregational pastors and laymen have been sought. A remarkable preponderance of opinion has favored sessions once in two years. In that conclusion the Commission heartily concurs.

There appears to be no reason why a Council of such per-

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manency of life as is here recommended should not be incorporated, and many advantages of incorporation are evident. Such action is therefore recommended.

A slight modification in the basis of representation is proposed, each District Association being represented by at least two delegates. This, it is believed, will make a more equitable division of membership between ministers and laymen probable. The addition to the present membership of the Council will be small.

The Preamble of the Constitution contains a paragraph on doctrine and one on polity; and in addition to these, there was adopted at Oberlin in 1871 a "Declaration of Unity," in six paragraphs, which was virtually a part of the Constitution, and has been printed between the Constitution and By-Laws in all editions published by the Council. This material seemed to call for a thorough reshaping, with a view to greater symmetry. The proposed Constitution therefore contains an introductory paragraph, and a paragraph each on doctrine, polity, and Christian unity.

The changes proposed regarding the relations of the Council to the Missionary Societies are of much importance, but will be considered under the next division of this Statement.

2. The Relations of the Missionary Societies to the Churches and to one another.

In attempting to meet the problems involved, the Commission felt that a threefold task was laid upon it. It must, first of all, safeguard the existing efficiency and recognize the legal rights of the present societies. Each of them has a large body of devoted supporters, many of whom have given time, money and thought, for years, to its maintenance, and this constituency, which constitutes the background of these societies, is not lightly to be ignored or set aside. Secondly, the Commission felt charged with the duty of bringing the societies into the closest possible relations, consistent with safeguarding the interests just mentioned, with the Churches as represented in the National Council. And, thirdly, the Commission has felt strongly the evident desire of the Churches that our missionary societies working in the homeland should be brought together speedily in some more effective consolidation. It is natural

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that impatience should be felt by reason of the present multiplicity of organizations. But the Commission is mindful of the fact that consolidation can be accomplished only by suasion, not by force. It desires to secure this result with the least possible friction and the utmost good-will. It feels that it is impossible to prescribe arbitrarily what form consolidation shall take, and that such union should be by growth as experience in co-operation shall determine. In laying out a Plan with this purpose in view, it has, therefore, regarded what it believes would be the ultimate result more than the suggestions of the immediate present, conceiving that the natural consequences of the Plan here outlined would be a much more extensive and thorough-going consolidation than could now possibly be effected.

In regard to the American Board, the Commission recommends that the nomination of the members selected at present by the State Conferences and District Associations be transferred directly to the National Council, which shall thus nominate the majority of the corporate membership of the American Board. This change, it is believed, will work for greater efficiency, and among other advantages, will obviate one present infelicity. In order to secure an equality of ministers and laymen, the district Associations now nominate two representatives, one of whom is now accepted and the other necessarily passed over. Such seeming, even though inevitable, discrimination, will by this Plan be avoided.

By thus nominating the majority of the membership of the American Board, the Churches, as represented in the Council, will really stand in relation to it in a position very similar to that recommended regarding the proposed Home Board of Missions, described in the next paragraph, where the membership of the National Council itself is proposed as the voting majority in the Home Board of Missions. A closer relation of the American Board to the National Council than that here indicated seems to be beset at present with insuperable legal objections. The American Board is operating under a venerable charter alterable with extreme difficulty, while the Home Board of Missions, as a new creation, can be fashioned as may be desired.

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The situation presented by the societies working in our own country and its dependencies, the Commission found much more perplexing. The wish of our Churches is strong that their work should be co-ordinated and consolidated. At the same time, these societies have each an independent legal corporate existence which cannot be altered except by the action of the society itself. At the risk of seeming, to the superficial observer at least, to be recommending the organization of an additional society, but with the expectation of far greater ultimate union than at present, the Commission proposes the formation of a "Home Board of Missions," which may serve as a uniting bond between the several societies which shall become its constituents, if not legally at present, at least morally and effectively. Of this Home Board of Missions, the membership of the National Council shall be voting members; but, in order to ensure the presence of the tried and faithful supporters of the societies in this Home Board of Missions, besides the members of the National Council, one hundred and fifty corporate members-at-large, selected in the first instance by the constituent societies themselves, shall also go to make up the Home Board of Missions. The Home Board of Missions, and therefore the whole National Council, shall become also voting members in each of the present six societies working at home.

The central feature of the proposed Home Board of Missions is its Board of Managers. By means of this Board of Managers the work of the several existing societies will be in large measure co-ordinated and brought into harmonious relationship. Plans for new work involving the co-operation of two or more existing societies can be readily initiated through the operation of this Board of Managers. Provision is made for an effective representation of each constituent society in this Board of Managers, and of the Board in the administration of each constituent society.

The Commission has carefully weighed the objections that the interests of the evangelistic and outreach activities of the churches on the one hand, and of their educational labors on the other, are so diverse as to make superintendence by a single Home Board of Missions undesirable.

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It believes, however, that one main object of any Plan like that here proposed is to secure a just balancing of the claims of home missionary and educational activities, and that this can be far better secured in a body in which both are fairly represented than by setting independent organizations side by side.

A further objection that the Commission has encountered, though not very strongly urged, is that the creation of a Home Board of Missions may seem to place the home and foreign interests of the Churches on a basis of equal financial appeal. This does not seem to the Commission to be the case. In any event, the Apportionment Plan, to which our Churches seem committed in principle, renders such criticism of little practical weight.

It has been objected that the creation of a Home Board of Missions would render the leadership of the present societies of lessened significance and make it difficult to secure able men for their governing bodies. The Commission does not believe that would be the result. It freely admits that its Plan aims at consolidation—just how extensive it believes that time and experience can best determine. But, pending consolidation, the legal existence of each constituent society remains undisturbed, the field of administrative responsibility is large, and, in the opinion of the Commission, the Home Board of Missions would concern itself with broad questions of inter-society relationship and Christian advancement rather than details of administration.

3. The Secretaryship of the National Council.

The Commission proposes the creation of no new office, but rather the enlargement of an existing service of value into greater usefulness to the Churches. It does not recommend innovation but development. The ideal which it entertains is amply set forth in the accompanying report. As a paid officer of the Council, giving his whole time to the interests of the Churches, in no supervisory fashion, but in fraternal helpfulness, the Commission believes that the Secretary may be of high value in making more united and efficient the activities of the whole Congregational fellowship. It will propose to the coming National Council the develop-

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ment of the office as here indicated. Such a growth will involve some additional expenditure, relatively small, in the judgment of the Commission, in comparison with the possible service to our Churches.

The consideration last mentioned raises a question which the Commission did not deem it belonging to its province to attempt to answer, but which may fittingly engage the attention of the next Council. May it not be wise to substitute a modest allowance to be raised on the Apportionment Plan to cover the expenses of the National Council, the Year Book, the Secretaryship, possibly the Home Board of Missions, and similar charges, rather than continue the present assessment of the Churches at so many cents a member? Would not these expenses be thus more easily and regularly met, and in a manner less burdensome and annoying to the churches?

The Commission presents this report with no feeling that it is beyond serious criticism, or that it will commend itself to all members of our Churches. It has, however, attempted to do faithfully the work which was intrusted to it by the Council. It believes that our Churches desire to make their activities more efficient without forfeiting anything of value in the creations of the past. It believes that this result can be brought about only by mutual co-operation, by a spirit of fraternal helpfulness, and by a willingness to sacrifice, if necessary, some things of relatively minor importance that the greater result which we all desire may be secured.

FRANK K. SANDERS, Chairman.
WILLIAM E. BARTON, Secretary.
ARTHUR H. WELLMAN.
CHARLES S. NASH.
CHARLES S. MILLS.
EDWARD D. EATON.
FRANK KIMBALL.
HENRY M. BEARDSLEY.
HENRY H. KELSEY.
HENRY A. STIMSON.
JOHN M. WHITEHEAD.
LUCIEN C. WARNER.
NEHEMIAH BOYNTON.
OLIVER HUCKEL.
RAYMOND CALKINS.
ROCKWELL HARMON POTTER.
SAMUEL B. CAPEN.
WILLISTON WALKER.
WILLIAM W. MILLS.

Proposed Constitution

BY-LAWS AND RULES OF ORDER OF THE NATIONAL COUNCIL OF CONGREGATIONAL CHURCHES OF THE UNITED STATES

The Congregational Churches of the United States, by delegates in National Council assembled, reserving all the rights and cherished memories belonging to this organization under its former Constitution, and declaring the steadfast allegiance of the Churches and ministers composing the Council to that faith which our fathers confessed, and which has found expression in the historic creeds of this communion and of the Church universal; and affirming our loyalty to the basic principles of our polity in the freedom of the individual soul, the autonomy of the local Church, and the union of Churches for effective work and fellowship in the bonds of a representative democracy, hereby set forth the things most surely believed among us concerning doctrine and fellowship.

This Council, and the Churches composing it, believing in the love of God the Father toward all men, and in the revelation of that love in Jesus Christ our Lord, and seeking to live together in the life, fellowship and service of the Spirit of God, are united in striving to know their duty as taught in the Holy Scriptures and through the present ministration of the Spirit of God, in their covenant to walk in the ways of the Lord made known or to be made known to them, and in their labor for that righteousness which is profitable for

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the life that now is, and has promise for the life everlasting. Heartily accepting that substance of doctrine contained in the ancient symbols of the undivided Church, in the common faith which belongs to all Christians, and in the truth which has found expression in our communion in noble deeds and living words set forth by those whose faith we follow, we humbly depend, as did our fathers, on the continued guidance of the Holy Spirit of God, to lead us into all truth.

We believe in the sovereignty of personality, and in the right of private judgment, a right to be cherished by each Christian in loving and mutual regard for the rights and opinions of others. We hold to the autonomy of the local Church and its freedom from all ecclesiastical, legislative or judicial control. We cherish the fellowship of the Churches, united in district, state and national bodies for counsel and co-operative action in matters of common concern.

While thus affirming the liberty of our Churches as taught in the New Testament, and inherited by us from our fathers and from martyrs and confessors, the apostolic character of the Congregational way, and the validity of its ministry, we hold to the unity and catholicity of the Church of Christ; and will unite with all its branches in hearty co-operation; and will earnestly seek, so far as in us lies, that the prayer of our Lord for His disciples may be answered, that they all may be one.

United in support of these principles, the Congregational Churches in National Council assembled agree in the adoption of the following Constitution:

CONSTITUTION

Article I.—Name

This body shall be known, and in all its official acts shall be designated as, THE NATIONAL COUNCIL OF THE CONGREGATIONAL CHURCHES OF THE UNITED STATES.

Article II.—Purpose

The purpose of the National Council shall be to foster and express the substantial unity of our Churches in doctrine,

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polity and work; to consult upon and devise measures and maintain agencies for the promotion of the common interests of all the Churches herein represented; to assist the Churches in the work of evangelization; to encourage the united development of their resources, and to strengthen them in more effective relations to each other and to all parts of the kingdom of Christ.

Article III.—Members of the National Council

1. Voting Members. The voting membership of the National Council shall consist of three classes, namely:

a. Official Members. Each stated meeting of the National Council shall elect four members to the next stated meeting, and these shall be members also of all special meetings called during the interval; namely, the moderator, or in his absence the first assistant moderator present; the secretary, the registrar, and the treasurer.

b. Delegates. Each District Association shall be represented by two delegates, if practicable by one minister and one layman, and two additional delegates for every twenty Churches or major fraction thereof composing the Association. Each State Conference shall be represented by two delegates, and two additional delegates for each 20,000 members or major fraction thereof. In all cases delegations shall be divided between ministers and laymen as nearly equally as is practicable.

c. Institutional Delegates. Such Congregational societies for Christian work, and the faculties of such theological seminaries and colleges as shall be recognized by the Council, may be represented by one delegate each.

2. Honorary Members. Statistical secretaries of state and territorial bodies, ministers serving the Churches entertaining the Council, all former moderators and assistant moderators, persons selected as preachers, or to prepare papers, or to serve upon committees or commissions chosen by the Council, and missionaries present who have been not less than seven years in the service of the American Board of Commissioners for Foreign Missions, shall be entitled to

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all privileges of members in the meeting of the Council in which they are so enrolled, except that of voting.

3. Vacancies and Alternates. Each state or district organization may provide in its own way for filling vacancies in its delegation. In the absence of any special rule on the part of such state or district body, the Council will recognize the right of the delegates present to fill vacancies in their own delegation.

4. Terms for Which Members May Be Elected. Each District Association or State Conference, in electing delegates to the National Council, is desired at its next election to divide its delegation into two classes, to serve, respectively, thru one and two stated meetings of the Council; and at each election thereafter to choose delegates who shall hold office for two consecutive stated meetings. All delegates shall be members of any intervening special meetings convened during the period of their membership. The moderator, or in his absence the first assistant moderator present, shall have voting membership in the next stated meeting of the Council following his election, and in all intervening special meetings.

5. Corresponding Members. The Council shall not increase its own voting membership; but members of other denominations present by invitation or representing their denominations, and representatives of Congregational bodies in other lands, or other persons present who represent important interests, or have rendered distinguished services, may, by vote, be made corresponding members, and entitled to the courtesy of the floor without vote.

Article IV.—Meetings

1. Stated Meetings. The Churches will meet in National Council once in two years; the time and place of meeting to be announced at least six months previous to the meeting.

2. Special Meetings. The National Council will convene in special meeting whenever any five of the general state organizations so request.

Quorum. Delegates present from a majority of the states entitled to representation in the Council shall constitute a quorum.

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Article V.—Officers

1. **The Moderator.** At every stated meeting there shall be chosen by ballot, a moderator and a first and a second assistant moderator, whose duties shall begin at the close of said meeting, and who shall preside over the next stated and all intervening meetings of the Council.

2. **Other Officers.** At each stated meeting there shall be chosen by ballot, a secretary, a registrar, a treasurer and an auditor, to serve from the close of such meeting to the close of the next stated meeting of the Council.

Article VI.—The Provisional Committee

1. At each stated meeting there shall be chosen a Provisional Committee, which shall make needful arrangements for the next stated and any intervening meetings of the Council.

2. The Provisional Committee shall consist of eleven persons, the moderator, the secretary, the registrar, and the treasurer *ex officiis*, and seven others chosen by the Council, including two members of the last previous committee; and six shall be a quorum.

Article VII.—Incorporation

1. **The Incorporation of the National Council.** The National Council of the Congregational Churches of the United States shall become incorporated under the laws of the State of Connecticut; and may acquire by purchase, gift, devise, or otherwise, and hold and dispose of real and personal property for the purpose of its creation, and may make any contracts for promoting its objects and purposes not inconsistent with law.

2. **Object.** The object of said Corporation is to do and promote charitable and Christian work for the advancement of the general interests and purposes of the Congregational Churches of this country, and to receive, hold and administer, in trust or otherwise, funds and property for the uses of said National Council, or of Churches of the Congregational order, or of any particular Church of said order, and all in accordance with resolutions and declarations made from time to time by the National Council of the Congregational Churches of the United States, or by any body which may succeed to

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the functions of said Council; and said Corporation may co-operate with any other corporation or body which is under the charge and control of Churches of the Congregational order in the United States, or Churches at the time affiliated with said order.

Trustees. a. The corporate members of said Corporation shall consist of a Board of Trustees, composed of the moderator and secretary of the Council *ex-officiis* and fifteen other trustees elected by the Council.

b. Of the said first elected trustees five shall be chosen for two years, five for four years and five for six years; and thereafter trustees shall be chosen for terms of six years.

c. The Board of Trustees may adopt for its government and the management of its officers standing by-laws and rules, not inconsistent with its charter nor with the constitution, by-laws and rules of the Council. It shall make to the Council at each of the stated meetings of the Council a full report of its doings since the preceding meeting of the Council. Seven trustees shall constitute a quorum.

4. **Meetings.** The Board of Trustees may hold their meetings, from time to time, in any part of the United States, agreeably to such rules and regulations as shall be made by them and approved by the National Council. In each year in which is held a stated meeting of the National Council the annual meeting of the Board of Trustees shall be held in the place and at the time of such stated meeting.

5. **Corporate Seal.** The Seal of the National Council of the Congregational Churches of the United States shall be:



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A scroll, either printed, written or stamped, which may be bordered with leaves and blossoms of the mayflower, containing the following inscription:

In the outer circle the words:

NATIONAL COUNCIL CONGREGATIONAL
CHURCHES UNITED STATES

In an inner circle the two mottoes:

Above, UNITY, LIBERTY, CHARITY

Below, WHOSE FAITH FOLLOW

And this emblem or device:

A ship representing the Mayflower under full sail.

Article VIII.—Congregational National Societies

The National Council regards the American Board of Commissioners for Foreign Missions, the Congregational Home Missionary Society, the American Missionary Association, the Congregational Education Society, the Congregational Church Building Society, the Congregational Sunday School and Publishing Society and the Congregational Board of Ministerial Relief, as agents of the Congregational Churches of the United States for missionary, educational and relief work in the advancement of the Kingdom of God. Its own relation to them is as representative of those Churches. It therefore performs the following functions:

1. The National Council shall nominate, on recommendation of its Standing Committee on Nominations, three hundred persons who may be chosen as corporate members by the American Board of Commissioners for Foreign Missions. These nominees shall be so selected as to be as widely representative as possible, geographically and numerically, of the Congregational Churches of the United States, about one-half being clergymen and one-half laymen. They shall be divided into three classes of one-hundred each, so chosen that the term of each class shall be ultimately six years, and that the term of one class shall expire and its successor be nominated at each stated meeting of the National Council.

2. The Congregational Home Missionary Society, the American Missionary Association, the Congregational Education Society, the Congregational Church Building Society, the Congregational Sunday School and Publishing Society and

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the Congregational Board of Ministerial Relief, shall be affiliated as speedily as possible with the Home Board of Missions, of which they shall be known as "constituent societies." The members of the National Council shall be voting members of the Home Board of Missions.

3. It shall be the duty of the National Council to provide opportunity, in connection with each stated meeting, for meetings of the American Board of Commissioners for Foreign Missions and of the Home Board of Missions.

4. It shall be the duty of the National Council at each stated meeting to receive, examine and consider reports of the work of the American Board and of the Home Board of Missions.

Article IX.—By-Laws

The Council may make and alter by-laws at any stated meeting by a two-thirds vote of members present and voting; provided, that no new by-law shall be enacted and no by-law altered or repealed on the day on which the change is proposed.

Article X—Amendments

This Constitution shall not be altered or amended, except at a stated meeting, and by a two-thirds vote of those present and voting; notice thereof having been given at a previous stated meeting, or the proposed alteration having been requested by some general state organization of Churches entitled to representation in the Council, and published with the notification of the meeting.

BY-LAWS

1.—The Call of a Meeting of the Council

The call for any meeting shall be signed by the chairman of the Provisional Committee and the secretary of the Council. It shall contain a list of topics proposed by the Committee; and the secretary shall seasonably furnish blank credentials and other needful papers to the scribes of the several district and state organizations of the Churches entitled to representation in the Council.

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II.—The Time of Stated Meetings

The meetings shall ordinarily be held in the latter part of May.

III.—The Formation of the Roll

Immediately after the call to order the secretary shall collect the credentials of delegates present, and these persons shall be *prima facie* the constituency for immediate organization. Contested delegations shall not delay the permanent organization, but shall be referred to the Committee on Credentials, all contested delegations refraining from voting until the contest is settled.

IV.—The Moderator

The moderator shall preside at the meeting of the Council following that at which he is elected, and is expected to open the Council with an address.

It is expected that the moderator have, in addition to presiding duties, a representative function; that visiting, upon invitation Churches and associations, so far as he may be able and disposed, addressing the Churches, if in his judgment occasion require it, and, in general, serving the Churches, be regarded as his prerogative. It is understood, that all his acts and utterances shall be devoid of authority, and that for them shall be claimed and to them given only such weight and force as there is weight and force in the reason of them.

The moderator and assistant moderators shall retain their offices until their successors are chosen. The moderator or an assistant moderator at the opening of the stated meeting next following that at which he is elected shall take the chair, and, after prayer, shall at once proceed to complete the organization of the Council.

In the absence of the moderator and the assistant moderators, the Provisional Committee is authorized to appoint some person to act as moderator of the opening session of the Council.

V.—The Secretary

The secretary shall receive communications for the Council, conduct correspondence, and collect such facts and super-

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intend such publications as may from time to time be ordered.

He shall compile and edit the Year Book and other publications of the Council, shall send out notices of meetings of the Council and of its Board of Trustees, and preserve the records of all the doings of the Council. He shall represent the Council in our denominational gatherings, and express the fellowship of the Congregational Churches in representative gatherings of other denominations. He shall be available for advice and aid in matters of polity and constructive organization, and shall render to the Churches such other services as are appropriate to his office, and as the Council or its Board of Trustees may from time to time require.

VI.—The Registrar

The registrar shall make and preserve the records of the proceedings of the Council; and for his aid one or more assistants shall be chosen at each meeting, to serve during such meeting.

VII.—The Treasurer

The treasurer shall do the work ordinarily belonging to such office; shall hold all funds of the Council subject to its order and disburse the same on order of the Council or of the Board of Trustees and shall give bond in such sum as the Board of Trustees shall from time to time determine.

VIII.—The Board of Trustees

The Board of Trustees shall have authority to contract for all necessary expenditures and to appoint one of their number who shall approve and sign all bills for payment; shall consult the interests of the Council and act for it in intervals between meetings in all matters of business and finance, subject to the approval of the Council; and shall make a full report of all their doings, the consideration of which shall be first in order of business after organization.

IX.—The Provisional Committee

The Provisional Committee shall specify in the official call the place and precise time at which each meeting shall begin; shall choose a preacher; may select topics regarding the

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Christian work of the Churches, and persons to prepare and present papers thereon; shall do any work referred to it by the Council, and shall name a place for the next stated meeting of the Council. It may fill any vacancy occurring in its own number or in any committee or office in the intervals of meeting, the persons so appointed to serve until the next meeting of the Council. It shall act for the Council between its meetings in matters other than financial. It shall appoint any committees ordered by the Council, but not otherwise appointed; and committees so appointed shall be entered in the minutes as by action of the Council.

It shall lay out a definite program for the Council, assigning a distinct time, not to be changed except by special vote of the Council, to

- (1) The papers appointed to be read before the Council.
- (2) The commissions appointed by one Council to report at the next, which may present the topics referred to them for discussion or action.
- (3) The benevolent societies and theological seminaries.

All other business shall be set for other specified hours, and shall not displace the regular order, except by special vote of the Council.

X.—Committees

Immediately on his taking the chair, the moderator shall cause to be read the nominations for a Business Committee and a Committee on Credentials. These nominees shall be chosen so as to secure representation to different parts of the country, and the names shall be published in the denominational papers at least one month before the meeting, of the Council, and printed with the call of the meeting. The Council may approve these nominations or change them in whole or in part.

1. The Business Committee. The Business Committee shall consist of not less than nine members. It shall prepare a docket for the use of the Council, and subject to its approval. All business to be proposed to the Council shall first be presented to this committee, but the Council may at its pleasure

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consider any item of business for which such provision has been refused by the committee.

2. The Committee on Credentials. The Committee on Credentials shall prepare a roll of members. Of this committee the secretary shall be a member.

3. The Nominating Committee. The Nominating Committee shall consist of nine members, and shall serve from the close of one stated meeting till the organization of the following stated meeting of the Council. At the next meeting five members shall be chosen for four years and four for two years, and thereafter members shall be chosen for four years. This committee shall nominate to the Council all officers, committees and commissions for which the Council does not otherwise provide. But the Council may at its pleasure choose committees, commissions or officers by nomination from the floor or otherwise as it shall from time to time determine.

4. The Committee on the Congregational Brotherhood. At each stated meeting of the Council there may be appointed a committee of five, which shall hold office until the next succeeding meeting of the Council, and which shall advise with respect to, and actively aid in, the work of the Congregational Brotherhood.

5. Other Committees. a. Other committees may be appointed from time to time, and in such manner as the Council shall determine, to make report during the meeting at which they are appointed.

b. On such committees any member of the Council, voting or honorary, is eligible for service.

c. All such committees terminate their existence with the meetings at which they are appointed.

d. No question or report shall be referred to a committee except by vote of the Council.

e. Committees shall consist of five unless otherwise stated.

f. Unless otherwise ordered, the first named member of a committee shall be chairman.

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XI. Commissions

- a. Special committees appointed to act *ad interim*, other than the Provisional Committee, the Nominating Committee and the Committee on Brotherhood, shall be designated as commissions.
- b. Commissions are expected to report at the next meeting following their appointment, and no commission shall continue beyond the next stated meeting of the Council except by special vote of the Council.
- c. No commission shall incur expense except as authorized by the Council or the Board of Trustees.
- d. Any member in good standing of a Congregational Church is eligible for service on any commission, or *ad interim committee, or on the Provisional Committee or Board of Trustees.*
- e. Commissions shall choose their own chairmen; but the first named member shall call the first meeting and act as temporary chairman during the organization of the commission.

XII. Devotional and Other Services

The Council will seek to bring to its sessions a distinctly spiritual uplift, and to this end will arrange programs for the presentation of messages for the general public attending such gatherings. But the first concern of the Council shall be the transaction of the business of the denomination so far as that shall be intrusted to it by the Churches; and the Council will meet in separate or executive session during the delivery of addresses whenever the necessity of the business of the Council may appear to require it.

In the sessions of the National Council, half an hour every morning shall be given to devotional services, and the daily sessions shall be opened with prayer, and closed with prayer or singing. The evening sessions shall ordinarily be given to meetings of a specially religious rather than of a business character.

XIII.—Time Limitation

No person shall occupy more than half an hour in read-

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ing any paper or report, and no speaker upon any motion or resolution, or upon any paper read, shall occupy more than ten minutes, without the unanimous consent of the Council.

In case of discussion approaching the time limit set for it, the moderator may announce the limitation of speeches to less than ten minutes, subject to the approval of the Council.

XIV.—The Printing of Reports

Such reports from commissions and statements from societies or theological seminaries as may be furnished to the secretary seasonably in advance of the meeting may be printed at the discretion of the Board of Trustees, and sent to the members elect, together with the program prepared by the Provisional Committee. Not more than ten minutes shall be given to the reading of any such report.

XV.—The Publication of Statistics

The Council will continue to make an annual compilation of statistics of the Churches, and a list of such ministers as are reported by the several state organizations. The secretary is directed to present at each stated meeting comprehensive and comparative summaries for the two years preceding.

XVI.—Fellowship with Other Bodies

The Council, as occasion may arise, will hold communication with the general Congregational bodies of other lands, and with the general ecclesiastical organizations of other Churches of evangelical faith in our own land, by delegates appointed by the Council or by the Provisional Committee.

XVII.—Rules of Order

The rules of order of the National Council shall be those of Barton's Congregational Manual.

The Council and the Societies

A Plan for Securing a Closer Relationship Between the Missionary Societies of the Congregational Churches and Those Churches as Represented in Their National Council

1. The foreign missionary work of the Congregational Churches of the United States shall be carried on under the auspices of the American Board of Commissioners for Foreign Missions; and the home missionary work of these Churches under the auspices of the organizations composing the Home Board of Missions.

2. **The American Board of Commissioners for Foreign Missions.** This Board shall be the agency of the Congregational Churches for the extension of Christ's Kingdom abroad.

Corporate Membership. The corporate membership of the American Board shall consist, in addition to the present life members, of four hundred and fifty persons, divided into two classes. (a) One class shall be composed of three hundred members nominated by the standing Committee on Nominations of the National Council of the Congregational Churches of the United States and approved by that Council, said nominations to be ratified and the persons so named elected by the American Board. This group of three hundred members shall be so constituted as to be widely representative as possible, geographically and numerically, of the Congregational Churches of the United States, about one half being clergymen and one half laymen; and shall be divided into three sections of one hundred each, so chosen that the term of each section shall be ultimately six years, and that the term of one section shall expire and its successor be nominated at each biennial session of the National Council. In case the National Council shall fail to nominate for corporate members, or nominations made shall not be accepted by the nominees, the American Board may proceed to elect from its own nominations. (b) In addition to the three hundred corporate members thus nom-

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inated by the National Council, there shall be chosen by the American Board one hundred and fifty corporate members-at large. The said one hundred and fifty corporate members-at-large shall be so chosen that the term of each section shall be ultimately six years, one section being chosen every second year.

Prudential Committee. The immediate administration of the American Board shall be vested as at present in a Prudential Committee, composed of the President and Vice President *ex-officiis*, and of twelve members arranged in three groups of four each, and so elected that their tenure of office shall be for three years, one group being chosen annually. Said Prudential Committee is to be chosen by ballot by the corporate membership. No member who has served upon the Committee for three full successive terms of three years each shall be eligible for re-election until after a year has passed.

Officers. The officers of the American Board shall consist of a President, a Vice President, a Treasurer, and such Secretaries and other officers as the Corporation may from time to time determine.

Meetings. Regular meetings of the American Board of Commissioners for Foreign Missions shall be held annually. That falling in the same year in which the National Council holds its session shall be held in connection with the meeting of said Council. Meetings in other years shall be held at such time and place as the Board itself may determine.

Reports. It shall be the duty of the American Board to make a full and accurate report of its work to the National Council of the Congregational Churches of the United States at each meeting of that body.

3. **The Home Board of Missions.** This Society shall be the agency of the Congregational Churches for the extension of Christ's Kingdom in the United States. It shall be incorporated, and shall have general charge of the missionary work of those Churches in the United States and supervision of the various societies engaged therein, with the ultimate aim of simplifying and unifying their work.

Corporate Membership. The corporate membership of the Home Board of Missions shall consist of: (a) The membership of the National Council itself. (b) In addition to the

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members of the National Council, there shall be chosen one hundred and fifty corporate members-at-large, elected in the first instance by the National Council on nomination by the six existing Congregational societies—hereinafter called the “constituent societies”—viz., the Congregational Home Missionary Society, the American Missionary Association, the Congregational Education Society, the Congregational Church Building Society, the Congregational Sunday School and Publishing Society, and the Congregational Board of Ministerial Relief, in the proportion of forty-five each from the two societies first named and of fifteen each from the four societies last named; and thereafter to be chosen by the vote of the whole corporate membership of the Home Board of Missions. In this selection at least one-fifth of the said corporate members-at-large may be chosen from the organizations for the support of Congregational activities affiliated in the Woman's Home Missionary Federation. The said one hundred and fifty corporate members-at-large shall be divided into three sections of fifty each, and so chosen that the term of each section shall be ultimately six years, one section being chosen every second year.

Board of Managers. The immediate administration of the Home Board of Missions shall be vested in a Board of Managers, consisting of the President and Vice President *ex-officiis*, of twelve members chosen by ballot by the corporate membership of said Home Board of Missions; and of ten members chosen by the said Home Board of Missions on nomination by the constituent societies from their own administrative boards, in the following proportions, viz., by the Congregational Home Missionary Society, three; by the American Missionary Association, three; by the Congregational Church Building Society, one; by the Congregational Education Society, one; by the Congregational Sunday School and Publishing Society, one; and by the Congregational Board of Ministerial Relief, one. No person in the employ of any of these constituent societies shall be eligible to membership in the Board of Managers. In choosing members of the Board of Managers regard shall be had to geographical distribution. Should any one of these societies become legally or practically

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consolidated with the Home Board of Missions, or with any constituent society, the membership of the Board of Managers shall be adjusted as shall then seem wise to the Home Board of Missions. These twenty-two members of the Board of Managers thus elected shall be so chosen that they shall serve ultimately for terms of four years each, and that the term of eleven members shall expire with each biennial meeting of the Home Board of Missions and their successors be then chosen. No member who has served upon the Board of Managers for two full successive terms of four years each shall be eligible for re-election until after a year has passed.

Duties of the Board of Managers. While the Board of Managers shall not be charged with the details of the administration of the constituent societies, it shall be the duty of the Board of Managers to consider the work of all the constituent societies, to prevent duplication of missionary activities, to effect all possible economies in administration, and to seek to correlate the work of the constituent societies so as to secure the maximum of efficiency with the minimum of expense. To this end the Board of Managers shall nominate Secretaries and Treasurers of the several constituent societies, and shall examine and make recommendations regarding the annual budgets of the said societies. The Board of Managers shall also make recommendations to the several constituent societies when, in its judgment, the work of the said societies can be made more efficient or economical. While the Board of Managers shall act as a whole in the final consideration of matters properly coming under its cognizance, it may appoint an executive and other standing sub-committees. In view of the somewhat divergent interests involved, one of these sub-committees may have special relation to the extensive and evangelistic work of the Congregational Churches as conducted through the agencies of the Congregational Home Missionary Society, the Congregational Church Building Society, the Congregational Sunday School and Publishing Society, and the Congregational Board of Ministerial Relief; and another may have special relation to the educational work of the said churches as conducted through the agencies of the American Missionary Association and the Congregational Education

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Society. This Board of Managers shall possess all the powers usually exercised by boards of directors of corporations.

Officers. The officers of the Home Board of Missions shall be a President, a Vice President, a Treasurer and such Secretaries and other officers as the Corporation may from time to time determine. In the interests of economy and efficiency and to prevent unnecessary duplication of officers, the said Home Board of Missions, in choosing its paid officers, may select when possible those who perform similar services in one or more of the constituent societies.

Meetings. Regular meetings of the Home Board of Missions shall be held in connection with the meeting of the National Council. Special meetings of the Home Board of Missions may be called by a majority vote of the Board of Managers.

Expenses. The expenses of officers, the necessary expenses of members of the Board of Managers in attending meetings, and the actual cost of visits to fields of labor which may be ordered by the Board of Managers shall be paid. Until other funds are available for the purpose, the necessary expenses of the administration of the Home Board of Missions shall be met by the constituent societies in such way as the Board of Managers of said Home Board of Missions may determine in consultation with the administrative boards of the constituent societies.

Reports. It shall be the duty of the Home Board of Missions to make a full and accurate report of its work to the National Council of the Congregational Churches of the United States at each meeting of that body.

4. **The Six Constituent Societies.** The Congregational Home Missionary Society, the American Missionary Association, the Congregational Education Society, the Congregational Church Building Society, the Congregational Sunday School and Publishing Society, and the Congregational Board of Ministerial Relief, so long as they maintain their corporate individuality, shall be conducted as constituent societies of the Home Board of Missions. They shall make a detailed report of their doings to the Home Board of Missions, at each regular meeting of said Board, they shall hold their books

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and records open to the inspection of the Board of Managers of the said Home Board of Missions, they shall welcome the members of the said Board of Managers to any part of their fields for inspection and report; they shall consider and make formal response to the proposals and recommendations of the said Board of Managers; and they shall submit their annual budgets to the said Board of Managers for examination, recommendation and approval.

Meetings of the Constituent Societies. Regular meetings of each of the constituent societies above named shall be held annually. Those falling in the same year in which the Home Board of Missions holds its session shall be held in connection with the meeting of the said Board. Meetings in other years shall be held at such times and places as the constituent societies may determine.

Membership of the Constituent Societies. The voting membership of each of the constituent societies shall consist of the corporate membership of the Home Board of Missions, with the addition of such life members and other members of the constituent society as may be regarded as legally necessary. No new voting members of any constituent society shall be created other than the corporate membership of the Home Board of Missions.

Officers of the Constituent Societies. Each of the constituent societies shall elect such officers as its charter, constitution and by-laws may require, subject to the agreement above specified that nominations shall be made by the Board of Managers of the Home Board of Missions for Secretaries and Treasurers.

Administrative Boards. Each of the constituent societies shall have an administrative board which shall have immediate supervision of its affairs, to be constituted, till otherwise ordered by joint agreement between the Home Board of Missions and the constituent society concerned, as followed:

The Congregational Home Missionary Society. The Directors of the Congregational Home Missionary Society shall consist of the President of the Society, *ex-officio*, and of certain representatives of the constituent states and the work at large, chosen for the same terms as at present, with the addi-

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tion of three members of the Board of Managers of the Home Board of Missions, nominated by that Board of Managers and elected by the Congregational Home Missionary Society.

The American Missionary Association. The Executive Committee of the American Missionary Association shall consist of certain members chosen by the Association for the same terms as at present, with the addition of three members of the Board of Managers of the Home Board of Missions, nominated by that Board of Managers and elected by the American Missionary Association.

The Congregational Education Society. The Directors of the Congregational Education Society shall consist of the President and Vice President of the Society, *ex-officiis*, and of certain members chosen by the Society for the same terms as at present, with the addition of one member of the Board of Managers of the Home Board of Missions, nominated by that Board of Managers and elected by the Congregational Education Society.

The Congregational Church Building Society. The Trustees of the Congregational Church Building Society shall consist of certain members chosen by the Society for the same terms as at present, with the addition of one member of the Board of Managers of the Home Board of Missions, nominated by that Board of Managers and elected by the Congregational Church Building Society.

The Congregational Sunday School and Publishing Society. The Directors of the Congregational Sunday School and Publishing Society shall consist of certain members chosen by the Society for the same term as at present, with the addition of one member of the Board of Managers of the Home Board of Missions, nominated by that Board of Managers and elected by the Congregational Sunday School and Publishing Society.

As soon as it shall seem advisable to the Board of Managers of the Home Board of Missions, the missionary and educational work of the Congregational Sunday School and Publishing Society shall be separated from that of publication, and shall be transferred to other existing Congregational agencies,

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—the determination of this division to be under the superintendence of the said Board of Managers.

The profits of the publishing department of the Congregational Sunday School and Publishing Society may be appropriated to one or more of the missionary, educational, administrative or ministerial relief agencies of the Congregational Churches, in such assignment and proportion as the Board of Managers of the Home Board of Missions may determine in consultation with the Directors of the Congregational Sunday School and Publishing Society.

5. The Congregational Board of Ministerial Relief. The Congregational Board of Ministerial Relief shall continue, till otherwise ordered by the National Council, to be administered as at present, with the modification that at each election one of the members chosen by the National Council shall be a member of the Board of Managers of the Home Board of Missions, nominated by that Board of Managers as its representative.

6. Consolidation. Upon taking the necessary legal measures, and with the antecedent approval of the Board of Managers of the Home Board of Missions, any one of the constituent societies may unite with any other constituent society in one organization, or may unite in one corporation with the Home Board of Missions. In the interests of simplicity and economy, such consolidation shall be encouraged.

7. Gifts and Legacies. Each of the constituent societies may receive gifts and legacies. Gifts and legacies received by the Home Board of Missions and directed to be transferred to any particular society shall be so transferred. Gifts and legacies designated to be used for a particular purpose shall be so applied. Other moneys received by the Home Board of Missions shall either be used for the maintenance of the said Home Board of Missions, or distributed among the constituent societies in such manner as the Board of Managers of the Home Board of Missions may determine.

The Secretaryship of the National Council

The Commission of Nineteen on Polity, appointed by the National Council at Boston, reports to the Congregational Churches that it is not yet able to proceed to the nomination of a Secretary because the necessary funds for the support of this office are not yet available. The earnest attention of all is called to the statement on this subject, to be found at the end of this report. Your Commission, however, desires at this time, in view of the uncertainty concerning this new office, to present the following statement as embodying its conception of the proposed enlarged Secretaryship:

As the new Secretaryship can be only the present Secretaryship expanded, so the new duties must be the old duties extended and multiplied. The present service must be sustained. Its main lines hardly need to be mentioned; they cover all that is included in the adequate maintenance of the office, the keeping of the records, the enlarging correspondence, the gathering of our denominational statistics, the publication and distribution of the Year Book and the Minutes of the National Council, the notification of all regular and special meetings of the Council, the construction of programs and preparation of meetings. In addition to all this, the Secretary has hitherto served and represented the Congregational Churches in both denominational and interdenominational meetings and movements, as his time and strength permitted.

It is now proposed to modify the character, or at least the internal balance and emphasis, of the Secretary's functions and to extend the range of his action. Hitherto the stress has been laid upon the service rendered in and from the office in the Congregational House, Boston; and this not through any mistaken preference of the incumbent, but upon the common understanding of his duty.

The new stress will be laid upon field service and constructive leadership. The office work may be carried on by

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other hands under the Secretary's responsible supervision, while he himself spends much of his time among the Churches, as he may be invited and welcomed to their important assemblies.

A most obvious service will be rendered as the Secretary visits from time to time our denominational congresses, state conferences and district associations, attends our various missionary meetings, and answers special calls for help in different parts of the country. Many voices have already served notice of their desire for such ministry on his part. It is certain that he will be warmly welcomed and very helpful up to the limits of his time and strength.

The Moderator of the National Council must always be our foremost representative; he is not, however, free for continuous service. The Secretary, therefore, will be our most constant official representative for all occasions and purposes of fraternal co-operation, whether Congregational or inter-denominational, whether local or sectional, national or international.

The new Secretary may be expected to co-operate with our Congregational leaders in their several branches of work. We are co-ordinating our departments of labor. Mutual interest is sought and trusted. There will be ways wherein the Secretary of the Council may become a valued co-worker with the men engaged in state and national administration.

In particular, he should continue to assist, as at present, on the Board of Ministerial Relief. As he journeys among the Churches, he will be able to do much to promote this enterprise and to aid its Secretary.

Just at present a special call has been sounded for the new Secretary to be the active agent of our most pressing interest —the Apportionment Plan. The Apportionment Commission has overturned the Policy Commission to make an early nomination for the Secretaryship in order that the new officer may for a time give his main attention to extending and perfecting our approved method of systematic benevolence. This would be a practicable and valuable form of co-operation, as well as an excellent introduction of the Secretary to his new relations.

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The Secretary will find an important line of service as *ex-officio* a member of *ad interim* committees and commissions of the National Council. At the present much projected work languishes or fails for lack of an active agent. The committees and commissions have no such official member, nor any funds for special expenses. They will obtain in the Secretary an executive agent free to move and provided with his expenses. By him their plans will be developed and made fruitful, as well as kept in mutual accord.

In this connection it will appear natural and logical that the new Secretary should take charge of all matters for which the Council is responsible, and for which no other specific provision shall be made. He will find occasion to encourage the publication of discussions promotive of Congregational interests. He will be looked to for suggestions of ways in which our denominational work may be enlarged and improved.

A matter of the first importance is already rising before our eyes. The tercentenary of the settlement of New England is swiftly approaching. In the observance of that momentous event the sons of the Pilgrims must be among the foremost. The intervening years are none too long for such developments of our Congregational life and such special preparations as will enable us to take a most worthy and significant part in the national and international celebrations. Through these anniversary years the Secretary of the National Council will have the important and inspiring task of preparing for our Congregational tribute to our fathers in praise of our fathers' God.

The proposed Secretaryship has seemed to some thoughtful minds exposed to a charge of indefiniteness. The reply is that to confine a movement to precise terms is to condemn it to the littleness of what can now be seen. Congregationalism has entered upon improvement and expansion; these cannot be exactly and totally foreseen, but must be traced with patient steps. There is a large place for representative leadership, such as arrogates nothing, but makes itself so helpful as to be employed and rejoiced in. The time has come to elect to the proposed Secretaryship of the National Council one of our strongest and most trusted men, to lay upon him

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such new duties and enlargements of old duties as are obvious and desirable, and then to grant him the unhampered opportunity of leading forward into the fuller day.

The man capable of these weighty responsibilities must possess in good measure two kinds of equipment. He will be in constant demand for public address. He must be able to discuss great issues with broad vision and effective speech. He will also be called into council where men are intent upon problems and methods of Christian work. He must be a prudent counselor, a constructive statesman, a tactful administrator, a forceful leader of men. Great as these requirements are, there are men among us who possess them in eminent degree and would make the Secretaryship an office of continuous helpfulness and productive power.

To secure such heightened efficiency will involve some increase in the costs of administration, estimated by the Commission at about \$5,000 per annum. Sufficient funds for this purpose are not immediately in sight. The Commission has received generous offers from individual members of the churches to provide part of a fund to initiate this enterprise, and is confident that effort would readily secure a sufficient amount for the first year or two of the undertaking. The Commission feels, however, that it is a matter of such extensive denominational significance that it should not be initiated by individual contribution. It should either be undertaken by the Provisional Committee of the National Council, provided funds be put into the hands of the Committee for that purpose, either by its own request from the churches or by gift; or if that should seem to the Committee not feasible, it should await the further provision of the next National Council as to the expense involved. The Commission believes that the new Secretaryship should be initiated as speedily as possible. It presents its report for the information and consideration of the Churches. It regards the proposed development of the Secretaryship as a most important step in Congregational progress, calculated to arouse enthusiasm, denominational loyalty, and greater service in the advancement of the Kingdom of God.



